

2016 Report to the Community



Contents

Our Vision

TOM GERGELY

Chair, Board of Directors



We have much to celebrate today. London Health Sciences Centre's legacy of innovation, collaboration, adaptability and always putting the patient first is alive, well and thriving. However, health care is at a crossroads. We are in a time of unprecedented and dynamic change

at the provincial, regional and local level and I am proud to say that LHSC is playing a leading role in planning for the future needs of health care in our community.

Today, we face both immense challenges in the form of rising health care costs, an aging population and funding constraints as well as immense opportunities, which include breakthroughs in technology, continuous enhancement of best practices, bench to bedside research development and finding new ways to ensure patients receive the care they need in the right place and at the right time.

Through partnerships with health-care stakeholders, regulators, fundraisers and the community, London Health Sciences Centre is continuing to transform a new future for health care, one where we can continue to focus on a patient-centred approach that ensures exceptional quality of care and patient experience. This would not be possible without the unwavering dedication, commitment and collaboration of all of our staff and physicians – exemplified in the outstanding care provided every day.

"I very much look forward to the future as we forge ahead and shape what a leading health-care organization can be."

As we build the future together, our culture, values and focus on the patient will not change. London Health Sciences Centre will continue to succeed because of our shared purpose, commitment to one another and resolve to achieve the highest quality care.

I very much look forward to the future as we forge ahead and shape what a leading health-care organization can be.

Our Vision

MURRAY GLENDINING PRESIDENT AND CEO



Significant changes are taking place in today's health-care system in Ontario and I am pleased that London Health Sciences Centre (LHSC) is positioning itself to lead positive change that builds on our long legacy of health care, research and education leadership. As one of Canada's largest acute care hospitals we are committed to systems solutions, including working with community and health care partners to take advantage of opportunities to improve care for all patients.

Part of system transformation is finding more effective ways of caring for those whose needs may be best served in a community setting. A great example of this new direction is the work done by our mental health care program, in collaboration with the Canadian Mental Health Association Middlesex. The opening of London's Mental Health and Addictions Crisis Centre has helped alleviate some of the pressures faced in our Emergency Department while providing timely, enhanced and easily accessible professional supports for patients whose mental health concerns do not require hospitalization. LHSC is also proud to be the first hospital in Ontario working in partnership with the Canadian Mental Health Association to offer a community-based residential adult eating disorders program at 54 Riverview Avenue.

Our Emergency Departments, supported by system-wide change initiatives at LHSC, are implementing a new model of care, developed and led by front-line service providers, which has resulted in a significant improvement in wait times and performance. We will continue this work as we move toward full implementation of this model, which requires removal of system access and flow challenges.

LHSC has also led the way in connecting our community health care partners through ClinicalConnect[™] which was implemented throughout eHealth Ontario's Connecting South West Ontario Program, for which LHSC is the program manager. Today, authorized health care professionals across our region have secure, real-time access to their patient's integrated health record. Information from 67 hospital sites, the four community care access centres, the four regional cancer programs and provincial lab and diagnostic imaging centres is available electronically. Bringing all this information together, enables caregivers to make the best decisions possible about their patient's care.

This rapid health-care system transformation is occurring within an environment of ongoing funding constraints; however after a fourth year of no funding increases, you will see in the audited financial statements for 2015/16 http://www. lhsc.on.ca/About_Us/Accountability/ Governance_and_Management/LHSC_ AuditedFinancialStmt 2016.pdf that LHSC was able to maintain a positive financial outcome. This was achieved while maintaining and, in some cases, even increasing service volumes, which is a direct result of the entire organization working toward more efficient and effective approaches this past year. I thank all those who made this outcome possible.

At the same time, we anticipate that there will be similar funding challenges in the coming year and our work to establish improved and more efficient care delivery models will continue. Whether delivered in-hospital, or in the community, our focus is always on maintaining or enhancing the exceptional care standards that patients expect, and which we demand of ourselves.

Moving forward, LHSC is working toward establishing a much stronger partnership and shared accountability model with physicians. Working together, we will create positive and lasting change to improve care for the patients we serve, in addition to ensuring a standardization of practices and processes within the hospital. We will be implementing a two-year transitional plan http://www.lhsc. on.ca/About Us/Accountability/ Governance and Management/ LHSCTransitionalPlan2016-2018-FinalApproved_1.pdf which will provide a roadmap to ensure that LHSC delivers a focused, relentless and standardized approach to improving the quality, safety, and consistency of care and the patient experience across our organization.

"I am confident that, working together, we will successfully build a stronger, more sustainable system of care for the future."

The comprehensive work we have undertaken over the past two years, which we will build further upon in the years ahead, would not be possible without the commitment, dedication and compassion of our Board of Directors, patient advisors, staff, physicians, researchers, volunteers and students.

As we look ahead to the coming year there are challenges, but also real opportunities to transform the way care is provided. All of the work underway in our hospital and with our system and community partners reflects LHSC's commitment to help lead positive system transformation. I am confident that, working together, we will successfully build a stronger, more sustainable system of care for the future.

Our Vision

DR. MARK MACLEOD

Chair, Medical Advisory Committee



The Medical Advisory Committee (MAC) is the primary liaison between medical practitioners and hospital administration at London Health Sciences Centre as required by the Public Hospitals Act. We credential medical professionals (physicians, dentists and midwives) for privileges at the hospital and provide oversight of the quality of care provided by those practitioners. The Committee is essentially in place to promote the highest standards of care throughout the hospital. Through its subcommittees, the MAC monitors and approves initiatives for improving the quality of care provided to patients and their families.

Over this past year, the MAC has participated in the development of policies which are fundamentally important to us as health care practitioners and most importantly to our patients: access to high cost drugs and the implications of legislation to allow for physician assisted dying.

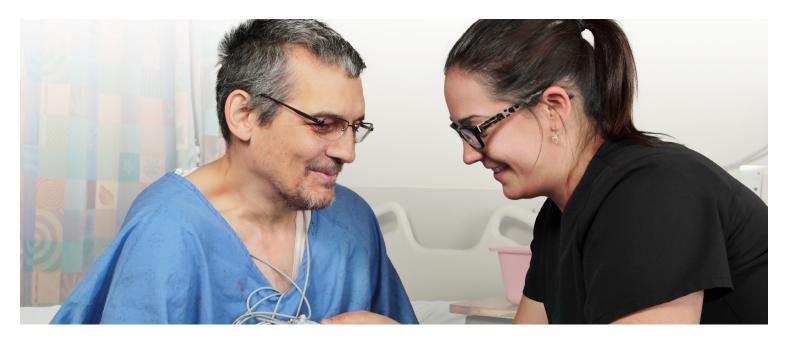
Emerging drug therapies and treatments often come with enormous costs, and in many cases, a restrained supply. A standardized approach to determining access to these medications is needed to ensure that we are providing the right care to the right patient at the right time. This work is ongoing and will continue to be necessary as new treatment options are discovered and made available to patients.

As I write this message, the deadline for new legislation on the issue of physician-assisted dying (PAD) has been extended to June 6, 2016. Canadian lawmakers and health-care regulators must decide whether institutions are obliged to provide PAD and hospitals have been asked to consider how they will implement this practice should it be requested of them. The MAC is, and will continue to be, involved in developing a rigorous policy and process to determine what our practice will look like if required.

As I complete my final year as the Chair of this committee, I reflect on the work we have done – including the challenges noted above – with great pride and accomplishment. Our committee takes very seriously our responsibility for promoting the highest standards of medical care throughout the hospital. I am proud of the strong relationships we have with hospital leadership, and with our credentialed staff. But I am most pleased that we have been able to orient the work we have done toward improving the quality of care our patients receive.

"I am proud of the strong relationships we have with hospital leadership, and with our credentialed staff."

I would like to take this opportunity to thank LHSC President and CEO Murray Glendining and LHSC's Board of Directors for their leadership and support. Thank you as well to LHSC MAC Vice-Chair, Dr. Guido Filler, to our counterparts at St. Joseph's Health Care London, Dr. Sarah Jarmain (MAC Chair) and Dr. Collin Clarke (MAC Vice Chair), to Bill Davis (City-Wide Director, Medical Affairs), Dr. Robin Walker (Integrated VP Medical Affairs and Medical Education) and finally, Tracey Pace for her administrative support through the years. Their ongoing work is changing the patient experience for the better. I look forward to seeing what they accomplish in the year to come.



Our Priorities

In fiscal year 2015/16, LHSC faced the continued challenges in health care of ongoing funding pressure and increasing population health needs. To ensure that sustainable, high-quality care is available now and for generations to come, LHSC focused on making sweeping changes to the way we do things within our hospital and with our partners across the system of care.

To help accelerate the changes needed, LHSC focused on three corporate strategic objectives for fiscal 2015/16:

Achieve 95% average occupancy while maintaining or improving quality and safety

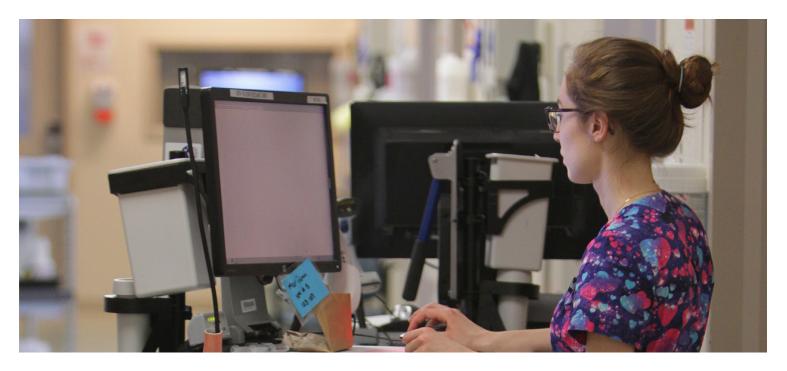
LHSC aimed to achieve an average of 95 per cent for the number of available beds occupied by patients throughout its hospitals, while at the same time maintaining or improving patient safety. Ensuring LHSC does not consistently use all of its available beds will improve the flow of patients throughout the hospital, allowing staff and physicians to focus on providing high-quality and compassionate care. Our 95% occupancy goal was centred on the collective desire to deliver care in new, more effective ways that will help lead the transformation needed to put our hospital and the broader system of health on a focused and sustainable path, while improving experiences for patients as well as staff and physicians. The objective of this new integrated model of care is to significantly improve several key hospital performance metrics, including reduced time to see a physician upon arrival in the Emergency Departments (EDs), reduced wait times when admission from the EDs is required, and reduced length of stay in hospital as a result of stronger partnership efforts and improved processes around transitions to alternative levels of care or home with appropriate supports in place.

Improve shared accountability and staff and physician engagement

LHSC continues to transform its culture so that staff and physicians will enjoy a better work environment through increased engagement, empowerment and shared accountability. To that end, every area of the organization identified strategies and objectives that directly support our strategic priorities, along with anticipated outcomes for which they would be accountable to deliver. Additionally, LHSC introduced a number of new key performance indicators that will identify areas of greatest opportunity to make changes that accelerate progress toward our objectives, with all efforts tied to performance measurement.

Achieve financial sustainability

LHSC remains committed to ensuring its ability to maintain human capital and facilities, while providing safe, high-quality care in an era of constrained hospital funding and growing population health needs. Accomplishing our other two strategic goals – improved shared accountability and engagement and maintaining a 95% average occupancy – will in turn establish the foundation needed for LHSC to realize financial sustainability.



BRENDA BIRD

Treasurer, Board of Directors



I am pleased to report on the financial results of London Health Sciences Centre (LHSC) for the fiscal year ended March 31, 2016.

It has been a very challenging fiscal year as we dealt with an overall base funding reduction for the fourth straight consecutive year. As the year progressed, it became apparent that our approved savings strategies would require additional corporate resources to address a significant projected deficit. A financial recovery process was implemented in the third quarter to bring the hospital back to a balanced operating position. These efforts, along with the reconciliation of prior years' post construction operating plan funding (PCOP) enabled LHSC to end the year with a small operating surplus of \$2.6M.

Each year, there are additional pressures on our health care system and this past fiscal year was no exception. LHSC continues to navigate the complexities of Health System Funding Reform while balancing our budget for ten consecutive years. LHSC's senior management team maintained its focus on unit cost reductions and expense mitigation, while also ensuring adequate liquidity to respond to unplanned events during the year. Fundamentally, the hospital has taken steps to ensure the financial sustainability of the organization and create an environment that can adapt to rapidly changing

patient demographics, environmental demands and changes in the provincial funding formula.

The final planning phase of our decade-long redevelopment was realized this fiscal year, with plans now in place for the future demolition and decommissioning of the South Street Annex. As we look ahead, LHSC will turn its attention to further regional system-wide efficiencies and opportunities to lower costs, provide guidance and leadership to regional initiatives and enhance the patient care experience.

On behalf of the Finance and Audit Committee, I would like to thank the staff, physicians and management for their commitment to ensuring the financial health of the hospital and placing our patients first. Sincere thanks as well to the volunteer members of the Finance and Audit Committee for their dedication to our committee, our patients and our hospital during the past year.



INDEPENDENT AUDITORS' REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Board of Directors of London Health Sciences Centre

Report on the summary financial statements

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2016, and the summary statements of operations and cash flows for the year then ended, and related basis of presentation note, are derived

from the audited financial statements of **London Health Sciences Centre** for the year ended March 31, 2016. We expressed an unmodified audit opinion on those financial statements in our auditors' report dated June 1, 2016.

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of **London Health Sciences Centre**.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the basis of presentation note.

Auditors' responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, "Engagements to Report on Summary Financial Statements."

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of London Health Sciences Centre for the year ended March 31, 2016 are a fair summary of those financial statements on the basis described in the basis of presentation note.

(signed) Ernst & Young LLP Chartered Professional Accountants Licensed Public Accountants

London, Canada June 1, 2016



MANAGEMENT'S SUMMARY FINANCIAL RESULTS

Summary Statement of Financial Position

London Health Sciences Centre (LHSC) continued its strong financial performance during the past fiscal year. Liquidity remained above minimum thresholds despite a challenging funding environment. LHSC's current ratio of 2.13 is the result of 10 consecutive surpluses and reflects a deliberate financial strategy of financial sustainability, flexibility and cost containment. Current and longterm obligations under various debt agreements are adequately covered and supported by sound business plans and cash flows.

Summary Statement of Operations

LHSC ended the year with a surplus of \$2.6 million. This financial performance is the result of one-time funding and prior year recoveries from the MOHLTC/LHIN. Inflationary cost pressures from labour, medical/surgical supplies and drugs, along with increasing patient demands and demographics challenged the organization to course correct its projected expense run rate during the year. These cost mitigation strategies enabled LHSC to balance operations and end the year with a small operating surplus.

Summary Statement of Cash Flows

LHSC invested \$32.5 million in clinical capital, building service equipment, information systems and buildings during the year. In addition, LHSC spent \$10.8 million in externally funded or recoverable capital projects. Capital spending is financed through a combination of operations and deferred contributions from both levels of government, the London Health Sciences Foundation and Children's Health Foundation.

Current assets include cash and cash equivalents of \$174.7 million, consisting of restricted cash and portfolio investments of \$20.5 million in order to discharge certain future obligations and \$154.2 million in unrestricted cash and cash equivalents.

Basis of Presentation

The information contained in the summary financial statements is in agreement with the related information in the complete audited financial statements. The summary financial statements contain major subtotals and totals from the complete audited financial statements. The complete audited financial statements can be obtained at http://www.lhsc.on.ca/ About_Us/Accountability/Governance_ and_Management/LHSC_ AuditedFinancialStmt_2016.pdf

SUMMARY FINANCIAL STATEMENTS

SUMMARY STATEMENT OF FINANCIAL POSITION

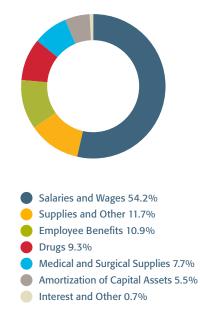
As at		March 31, 2016	March 31, 2015
		(000's)	(000's)
ASSETS			
Current assets	\$	274,463	\$ 293,378
Restricted cash and investments	\$	15,166	\$ 15,364
Capital assets	\$	951,431	\$ 969,335
	\$	1,241,060	\$ 1,278,077
LIABILITIES, DEFERRED CONTRIBUTIONS, UNRESTRICTE NET ASSETS AND REMEASUREMENT LOSSES	D		
Current liabilities	\$	128,948	\$ 147,053
Long-term liabilities and deferred contributions	\$	808,840	\$ 829,249
Unrestricted net assets	\$	324,173	\$ 321,534
Accumulated remeasurement losses	\$	(20,901)	\$ (19,759)
	\$	1,241,060	\$ 1,278,077
SUMMARY STATEMENT OF OPERATIONS			
Year ended		March 31, 2016	March 31, 2015
		(000's)	(000's)
REVENUE			
Ministry of Health and Long-Term Care and South West Local Health Integration Network	\$	963,452	\$ 956,628
Other	\$	224,289	\$ 196,647
	\$	1,187,741	\$ 1,153,275
EXPENSES			
Salaries and benefits	\$	771,805	\$ 758,978
Other	\$	413,297	\$ 390,045
	\$	1,185,102	\$ 1,149,023
Excess of Revenue over Expenses	\$	2,639	\$ 4,252
SUMMARY STATEMENT OF CASH FLOWS			
Year ended		March 31, 2016	March 31, 2015
		(000's)	(000's)
CASH PROVIDED BY (USED IN):			
Operating Activities	\$	8,713	\$ 22,443
Financing Activities	\$	3,144	\$ 29,330
Investing Activities	\$	4,893	\$ 12,873
Capital Activities	\$	(43,033)	\$ (60,727)
Net increase (decrease) in cash	\$	(26,283)	\$ 3,919
Cash, beginning of year	\$	180,490	\$ 176,571
Cash, end of year	\$	154,207	\$ 180,490



REVENUE AND EXPENSE CHARTS

Total Revenue (%) by Type (\$1,188 Million)

 MOHLTC and SW-LHIN 81.1%
Non-patient 10.4%
Patient 4.7%
Amortization of Deferred Capital Contributions 2.5%
Preferred Accommodation 1.2%
Interest 0.1% Total Expenses (%) by Cost Component (\$1,185 Million)



Total Expenses (%) by Type (\$1,185 Million)



Inpatient Services 27.3%
Diagnostic and Therapeutic 22.1%
Administration and Support 18%
Outpatient Services 13.5%
Undistributed 7.1%
Other Votes 6.5%

Amortization of Capital Assets 5.5%



Facts & Stats

London Health Sciences Centre (LHSC) is one of Canada's largest acute care teaching hospitals. Located in London, Ontario, Canada, LHSC is a multi-site facility that encompasses University Hospital, Victoria Hospital and Children's Hospital, the Kidney Care Centre, Byron and Victoria Family Medical Centres, 54 Riverview Avenue site, and is the home of Lawson Health Research Institute and Children's Health Research Institute, CSTAR (Canadian Surgical Technologies & Advanced Robotics), as well as Children's Health Foundation and London Health Sciences Foundation.

PATIENT CARE STATISTICS AT LHSC



159,028 Emergency visits

773,084

Ambulatory visits







· **14,908** · Operating Room Endoscopy





- 36 Bassinets

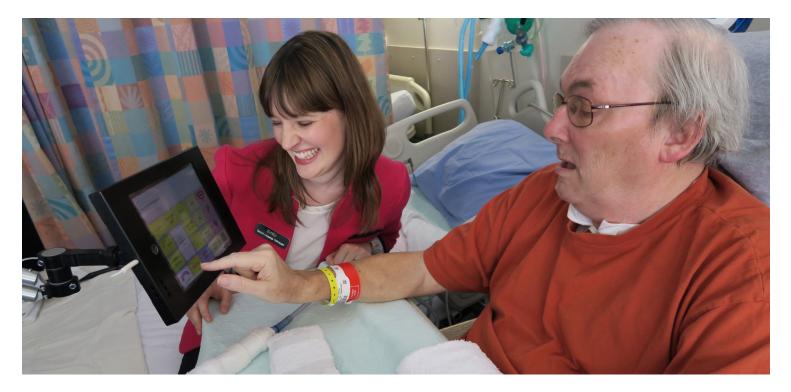


407 University Hospital Beds

545 Victoria Hospital Beds

106 Children's Hospital Beds

Statistics based upon data for the period April 1, 2015 to March 31, 2016



Facts & Stats

WORKING AT LHSC

Physicians, dentists & midwives	873
Nurses	3,622
Residents, fellows & visiting electives	1,152
Medical students*	561
Research personnel	966
Technicians & technologists	923
Administrative & corporate professional (note: includes clerical, admin & non-union professional)	1,995
Service	1,336
Management	307
Allied health	602
Volunteers	900
Non-medical students	658
Student nurses	773

*Senior medical students (3rd and 4th year) who receive training at LHSC throughout the year

Our Year

Building on our proud legacy of care and innovation, this past year, London Health Sciences Centre (LHSC) celebrated a number of medical firsts and award-winning initiatives, and also realized important outcomes through dynamic partnerships. Through these achievements, LHSC helped to improve patient care and the patient/family experience, and strengthen system capacity to better support the population health care needs. Examples include:



Nine patients received a total of 11 life-saving organ transplants over Easter weekend. It took a dedicated team to help save so many lives – the operating rooms at University Hospital barely stopped during the entire weekend with more than 72 hours required for those transplant surgeries.



The colorectal surgery team performed the first robotic ventral rectopexy in Canada to successfully treat a debilitating condition called obstructive defecation syndrome (ODS). This new, minimally invasive procedure allows patients to see immediate, life changing results, and requires only an overnight stay in hospital.



Dr. Guido Filler, Chief of Paediatrics, was selected by the Ontario Telemedicine Network as the inaugural Champion of Telemedicine Award winner, recognizing his outstanding leadership in advancing patient care. Telemedicine is the use of technology for patients to receive care remotely, without needing to go to the doctor's office, and it is changing the way patients are treated in Ontario.



An outstanding 14,000 knitted purple caps were donated to LHSC during the Period of PURPLE Crying, which aims to raise awareness of Shaken Baby Syndrome. The hats were donated by individuals from coast to coast, and as far away as the United States, United Kingdom, Ireland and Switzerland, and will be distributed to babies born at LHSC.

Our Year



LHSC's Children's Hospital held its first ever Kangaroo-A-Thon to increase awareness of the importance of skin-to-skin holding, or kangaroo care, for premature or ill infants and their families.



The Cardiac Program was the first in North America to implant Medtronic's Engager Valve in a transcatheter aortic valve implantation (TAVI) procedure. The minimally invasive procedure restores normal blood flow through the heart and the rest of the body and reduces leakage around the valve.



Julie Ann Lawrence, Nurse Practitioner in the Peritoneal Dialysis Program, was chosen as one of nine Human Touch Award recipients by the Ontario Renal Network and Cancer Care Ontario. The Human Touch Awards are presented to deserving front-line kidney and cancer health care professionals, providers and volunteers from across the province for providing exceptional, compassionate patient care.



LHSC has led the way in connecting our community health-care partners through ClinicalConnect[™] which was implemented throughout eHealth Ontario's Connecting South West Ontario Program, for which LHSC is the program manager. Today, authorized health care professionals across our region have secure, realtime access to their patients' integrated health records. Information from 67 hospital sites, the four community care access centres, the four regional cancer programs and provincial lab and diagnostic imaging centres is available electronically.

Our Year



A new Pet Therapy Initiative was launched at LHSC as part of the Medicine Program's commitment to creating and enhancing a senior-friendly environment. Igor the dog and his handler, Tracey Silverthorn, regularly visit elderly patients in the Sub Acute Medicine Unit, creating smiles and reducing feelings of isolation and melancholy for patients.



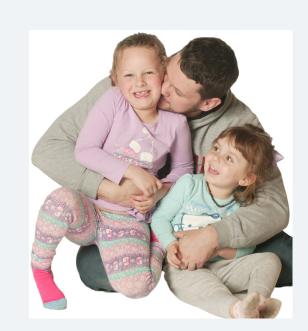
LHSC was recognized at the national Canadian Blood Services "Honouring Our Lifeblood" event for its contribution to Canada's blood system. As one of the country's top ten users of blood products, and the third largest in Ontario, LHSC joined Canadian Blood Services' Partners for Life program as a way to educate physicians and staff about the direct link between donors and patients.



Dr. Michael Sharpe, an Intensivist in Critical Care Medicine at LHSC, was awarded the Lifetime Achievement Award from Trillium Gift of Life Network. The award is presented to a physician who is a strong advocate for organ and tissue donation in the hospital and community, who mentors other hospital staff and physicians on the importance of organ donation and who has demonstrated ongoing dedication to advancing donation practices.

Our Partners

London Health Sciences Centre depends on the support of its foundation and research partners, whose dedication allows our staff and physicians to continue providing our patients and their families with high-quality, compassionate and innovative care.



Our volunteers and donors support a wraparound care system where kids are treated like kids, so they can grow into vibrant adults.



Donor generosity is transforming the way our kids and families are cared for.

From supporting the creation of child-friendly spaces to filling those spaces with sources of playful distraction, our donors have contributed to a hospital environment that supports children to cope, recover and heal together with the family members who love and support them.

Our donors have made it possible for children coping with life-altering diagnoses to tackle their fears in healthy and productive ways. Children's Hospital's Music Therapy, Art Therapy and Therapeutic Clown programs would not exist without donor support. These specialized programs and services are what make the difference between a child spending endless hours in a sterile hospital room and their ability to play, laugh and learn with specially trained therapists.

Donor support is creating a healthier future for young people. Thanks to your generosity, world-renowned researchers are implementing evidence-based injury prevention initiatives and reducing wait times for mental health care to keep our kids safe. By supporting research that generates innovative solutions to the conditions that compromise children's quality of life, our donors are helping young people to recover sooner with improved short- and long-term care outcomes.

Thank you for all that you do to build up our kids. Together, with our exceptional partners in paediatric health care, we are empowering families to overcome insurmountable odds. Our volunteers and donors support a wraparound care system where kids are treated like kids, so they can grow into vibrant adults.

Our Partners



Lawson is one of the largest hospital-based research institutes in Canada with over 600 researchers and another 900 research support staff working within our hospital walls.



At Lawson Health Research Institute research and patient care go hand in hand. Each and every day Lawson researchers, staff and trainees work tirelessly to improve our understanding of disease processes, health solutions, and better systems of care in Canada, and around the world.

Lawson is proud to be the research institute of London Health Sciences Centre and St. Joseph's Health Care London, and affiliated with Western University and its constituent faculties. As a research community, we are fully integrated into London's hospitals and have many successful programs, including the Children's Health Research Institute. While each program helps us achieve research goals in specialized areas, we are a single, integrated research community across the city, dedicated to pushing the boundaries of health care.

Lawson is one of the largest hospital-based research institutes in Canada with over 600 researchers and another 900 research support staff working within our hospital walls. This team has delivered over 100 national and world firsts in health research.

We are part of an important family. It is research-based hospitals in Canada that bridge the gap between discovery and the next generation of innovative health delivery – and our researchers are doing just that. From drug and technology breakthroughs to better systems of care, our researchers are dedicated to delivering research that matters for patients and families.

To learn more about Lawson Health Research Institute and how our research discoveries impact the care you receive, visit www.lawsonresearch.ca

Our Partners



Amazing things have happened at our hospital because of donors – but we aren't done.



In just a few short years, the incredible generosity of donors has done so much.

Our donors have made it possible for patients to receive treatment based on their own DNA, reducing hospital stays and improving patient outcomes. They helped London become a Canadian leader in robotic surgery, which means getting patients back to the things they love to do faster.

Donors have supported innovative heart valve surgery that is now saving lives across the rest of the country. They gave hope to cancer patients by funding state-ofthe-art imaging equipment that better locates and targets cancer cells for destruction. They helped researchers bring their ideas to life and plant the seeds for major medical advances in the future.

Amazing things have happened at our hospital because of donors – but we aren't done.

With donor support, we will be able to renovate and modernize London Regional Cancer Program so cancer patients and their families experience more ease, comfort and privacy. We will replace current cardiac imaging equipment with state-of-the-art technology that enables faster, safer and more precise diagnosis and treatment. We will introduce new patient care programs designed to intervene at the earliest signs of mental health difficulties. We will study and develop innovative orthopaedic treatments that will preserve or replace joints to give people back their quality of life. We will also introduce ultrasound screenings so that complications are identified early so that moms and babies receive targeted care.

Our hospital can do all of these things – but not without your help.

Fuel big ideas at Ihsf.ca